

PROPOSAL INSTRUCTIONS

CC-GLBA001-04

Department of the Interior

National Park Service

Glacier Bay National Park & Preserve

**Proposal to Operate Lodging, Food & Beverage,
Tour Boat & Other Specified Services**

Within Glacier Bay National Park & Preserve

PROPOSAL INSTRUCTIONS

1) Response Requirements for Submission of Proposal

- a) This Prospectus is issued under the authority of 36 CFR Part 51 (incorporated by reference herein). In the event of any inconsistency between the terms of this Prospectus and 36 CFR Part 51, 36 CFR Part 51 will control. The Service presumes that all persons that submit a proposal in response to this Prospectus are informed of the provisions of 36 CFR Part 51.
- b) Proposals must be received by the due date shown on the front page of this Prospectus.
- c) Only an Offeror submitting a responsive proposal is eligible to be awarded the new concession contract. A responsive proposal means a timely submitted proposal that is determined by the Director as agreeing to all of the minimum requirements of the new concession contract and Prospectus and as having provided the information required by the Prospectus. The minimum requirements for the new concession contract are identified in Part A of the Proposal Package.

2) Form in Which Proposal Must be Submitted

- a) Offerors must follow the format provided in the Proposal Package, including in its entirety without alteration the "Offeror's Transmittal Letter," in applying for the concession opportunity. Failure to submit the Offeror's Transmittal Letter without alteration (except for filling in the indicated blanks) and a completed copy of Part A of the Proposal Package will make your proposal non-responsive.
- b) Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. Stay within the organizational framework in the Proposal Package.

3) Submission Protocol

- a) Submit 6 (six) hard copies, in the format outlined in the Proposal Package.
- b) Enclose copies in a sealed envelope with the following marked on the envelope:
 - (1) "CONCESSION PROPOSAL, MAILROOM DO NOT OPEN"
 - (2) The due date specified in the Prospectus for receipt of the proposal by NPS.
 - (3) The name and address of the Offeror.
- c) The National Park Service, at the appropriate address, must receive proposals by the time and date shown on the front page of this Prospectus.

4) Proposals Considered Public Documents

- a) All proposals submitted in response to this Prospectus may be disclosed by the Department of the Interior to any person, upon request, to the extent required or authorized by the Freedom of Information Act.
- b) If you believe that your proposal contains trade secrets or confidential commercial and financial information exempt from disclosure under the Freedom of Information Act (5 USC 552), mark the cover page of each copy of the proposal with the following legend:

“The information specifically identified on pages of this proposal constitutes trade secrets or confidential commercial and financial information that the Offeror believes to be exempt from disclosure under the Freedom of Information Act. The Offeror requests that this information not be disclosed to the public, except as may be required by law.”

You must specifically identify what you consider to be trade secret information or confidential commercial and financial information on the page of the proposal on which it appears, and you must mark each such page with the following legend:

“This page contains trade secrets or confidential commercial and financial information that the Offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.”

- c) Information so identified shall not be made public by the National Park Service except in accordance with law.

5) Questions

If you do not understand something in this Prospectus, you must submit your questions in writing to the contact person noted on the cover of the Prospectus, no later than 30 days in advance of the due date. The National Park Service will respond to your question in writing, and will provide the question and response to all potential Offerors who have requested a Prospectus. Questions submitted after this date may not be answered. Because the National Park Service must provide equal information to all Offerors, there must be sufficient time allowed to inform all interested parties of such questions and answers.

6) Evaluation of Proposals

- a) The Director will apply the principal selection factors and secondary factors as set forth in 36 CFR Part 51.17 by assessing each timely proposal under each of the selection factors on the basis of a narrative explanation discussing any subfactors when applicable and other supporting quantitative information.
- b) For each selection factor the Director will assign a score that reflects the determined merits of the proposal under the applicable selection factor and in comparison to the other proposals received, if any.

The first four principal factors will be scored from zero to five. The fifth selection factor will be scored from zero to four. The secondary factors 1 and 2 will each be scored from zero to three, with a maximum aggregate point score not to exceed six points. The Director will then assign a cumulative point score to each proposal based on the assigned score for each selection factor.

c) **Principal Selection Factors.** The five principal selection factors are:

Principal Selection Factor 1. The responsiveness of the proposal to the objectives, as described in the Prospectus, of protecting, conserving, and preserving resources of the Park area;

Principal Selection Factor 2. The responsiveness of the proposal to the objectives, as described in the Prospectus, of providing necessary and appropriate visitor services at reasonable rates;

Principal Selection Factor 3. The experience and related background of the Offeror, including the past performance and expertise of the Offeror in providing the same or similar visitor services as those to be provided under the concession contract;

Principal Selection Factor 4. The financial capability of the Offeror to carry out its proposal;

Principal Selection Factor 5. The amount of the proposed minimum franchise fee, if any, and/or other forms of financial consideration to the Director. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the Park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

d) **Secondary Selection Factors.** The two secondary selection factors are:

Secondary Selection Factor 1. The quality of the Offeror's proposal to conduct its operations in a manner that furthers the protection, conservation and preservation of the Park area and other resources through environmental management programs and activities, including, without limitation, energy conservation, waste reduction, and recycling.

Secondary Selection Factor 2. The quality of the Offeror's proposal with regard to operation of the camper drop-off service.

7) Process of Selecting the Best Proposal

The National Park Service will select the responsive proposal with the highest cumulative point score as the best proposal. If two or more responsive proposals receive the same highest point score, then the Director will select as the best proposal (from among the responsive proposals with the same highest point score) the responsive proposal that the Director determines on the basis of a narrative explanation will, on an overall basis, best achieve the purposes of 36 CFR Part 51. Consideration of revenue to the United States in this determination and in scoring proposals under Principal Selection Factor 5 will be subordinate to the objectives of protecting, conserving and preserving resources of the Park area and of providing necessary and appropriate visitor services to the public at reasonable rates (36 CFR 51.16(c)).

8) Preferred Offeror Determinations

There are two types of preferences applicable to this solicitation, as follows:

- a) **ANILCA Section 1307.** The Alaska National Interest Lands Conservation Act (ANILCA), Section 1307 (16 U.S.C. 3197) includes two provisions concerning persons and entities who are to be given special rights and preferences with respect to providing commercial visitor services in conservation system units in Alaska - Historical Operators and Preferred Operators.

The National Park Service has determined that no person or entity qualifies as a Historical Operator for this solicitation, pursuant to 36 CFR Part 13, Subpart D.

Preferred Operator means "a Native Corporation that is determined under 36 CFR Sec. 13.85 to be 'most directly affected' by the establishment or expansion of a Park area by ANILCA, or a local resident as defined in this subpart." (36 CFR 13.81(h)).

On June 4, 1997 the National Park Service invited Native Corporations to apply for "most directly affected" status, pursuant to 36 CFR 13.85. Huna Totem Corporation was determined to be a Native Corporation "most directly affected" by the establishment of Glacier Bay National Park & Preserve. Other Native corporations were offered an opportunity to apply for "most directly affected" status in a related application published on December 18, 2002. The closing date for those applications was February 18, 2002. The related application refers specifically to issues relating to the Preferred Operator (as defined in 36 CFR 13.85) application process. See Appendix for copy of this application. No proposals were received. Therefore, Huna Totem Corporation continues to be the only Native Corporation "most directly affected" by the establishment of Glacier Bay National Park & Preserve.

"Local resident" is defined in 36 CFR 13.81(f). Local residents were offered an opportunity to apply for local resident status in a related application (same application described in previous paragraph). On May 2, 2003, Goldbelt, Inc., the Juneau based urban Native corporation and parent corporation of incumbent concessioner Glacier Bay Park Concessions, Inc., was determined to be a local resident for this purpose.

See 36 CFR Part 13, Subpart D for a description of how the above preferences are exercised and the applicable appeal procedures. In general, in the event that the best proposal received is from a non-preferred Offeror, the Preferred Operator that submitted the best proposal from among all Preferred Operator proposals will be entitled to match the terms of the better proposal. In the event that the best proposal received is from a Preferred Operator, that Preferred Operator will be selected for award of the contract.

Certain provisions of 36 CFR Part 13, Subpart D and the draft concession contract relevant to joint ventures, subconcessions and management agreements are reproduced below for the convenience of the Offeror. Proposals from Preferred Operators that are not consistent with the following provision will not be considered as responsive to this solicitation.

"An offer from a preferred operator under this subpart, if the offer is in the form of a joint venture, will not be considered valid unless it documents to the satisfaction of the Director that the preferred operator holds the controlling interest in the joint venture." (36CFR13.83(d))

In addition, a proposal from any Offeror that contemplates or proposes business relationships that are inconsistent with the following provision will be considered as not responsive to this solicitation.

“Subconcession or other third party agreements, including management agreements, for the provision of visitor services required and/or authorized under this CONTRACT are not permitted unless approved in writing by the Director.” (Draft concession contract, Section 19(c))

- b) **National Park Service Concessions Management Improvement Act.** The National Park Service Concessions Management Improvement Act (P.L. 105-391) also includes a preference for a preferred Offeror to the award of a qualified concession contract. Note that the definition of Preferred Offeror under this statute and regulation (36 CFR 51.27) is very different than the definition of Preferred Operator under ANILCA Section 1307.

Under the provisions of 36 CFR Subpart E and F, the Director has determined that this is not a qualified concession contract. It is anticipated that in the first year of the new Contract gross receipts will exceed \$500,000 and the prior concession Contract did not solely authorize or require the conduct of specialized outdoor recreation guide services. Therefore, no preferred Offeror for this contract exists under the terms of 36 CFR Part 51.

9) Congressional Review Process

Contracts issued for a term of more than ten years, or when the annual gross receipts are anticipated to exceed \$5,000,000 are required by law to be submitted to the Congress for sixty days before they may be awarded. The new concession contract will be not submitted to the Congress because anticipated gross receipts do not exceed \$5,000,000, and the term of the contract does not exceed ten years.

10) Cautions to Offerors about Submission and Evaluation of Proposals

- a) **All information regarding this Prospectus will be issued in writing.** No National Park Service or other government official is authorized to make substantive oral representations relating to this matter, and no Offeror should rely on any oral representations made by government officials with respect to this transaction.
- b) The proposal includes the selection factors to be used by the National Park Service to evaluate proposals. Under each factor, the National Park Service identifies subfactors to ensure that all elements of the factor are considered. You, the Offeror, should ensure that you fully address all of the selection factors and related subfactors.
- c) This Prospectus and related documents reflect the views and objectives of the National Park Service with regard to the proposed concession operation. Should you believe any statement in the Prospectus to be inaccurate, you must submit comments to the National Park Service in writing, no later than thirty days prior to the due date for proposals. Send your comments to the office named in the cover of this Prospectus for the receipt of proposals.

- d) The information provided in this Prospectus, including the Appendices, is provided to allow Offerors to understand the operations and terms of the new concession contract. Offerors are encouraged to thoroughly review all information and required submittal documents before beginning to prepare a proposal.
- e) A proposal to expand the scope of investment, facilities, and/or services beyond those called for in this Prospectus will not be considered in the evaluation of proposals.
- f) A proposal to provide direct or indirect monetary or other benefits to the Park or government not within the scope or requirements of the contract will not be considered in the evaluation of proposals.
- g) If you propose to make any financial commitments and considerations in response to any selection factor, your proposal will be closely reviewed and analyzed against your financial statements and supporting documents with appropriate review of feasibility. Such documents reviewed and analyzed will include but not be limited to the Business Organization and Credit Information, pro forma income statements, audited financial statements and balance sheets required in the proposal.
- h) The proposal and related materials submitted should reflect the entire proposal you are making. The National Park Service will consider your written submission as your full and final proposal in response to the Prospectus, and will make its selection based on the written information you have submitted. Do not assume that the National Park Service knows anything about you or your proposal. Do not assume that any information about you or your proposal, previous correspondence or previous submissions are in the possession of or will be considered by the National Park Service. This is true even if you are the current concessioner or have operated another concession within the Park area.
- i) The draft concession contract and its exhibits, which set forth the terms and conditions under which the concession operation is to be conducted, are attached. The Director may amend a Prospectus and/or extend the submission date prior to the proposal due date. The Director may also cancel a solicitation at any time before the award of the concession contract if the Director determines in its discretion that this action is appropriate in the public interest. No Offeror or other person will obtain compensable or other legal rights as a result of an amended, extended, canceled or reissued solicitation for this concession contract. (36 CFR §51.11).
- j) Except as provided under 36 CFR Section 51.47, the terms, conditions and determinations of the Prospectus and the terms and conditions of the proposed concession contract as described in the Prospectus, including, without limitation, its minimum franchise fee, are not final until the concession contract is awarded.
- k) The Director may request from any Offeror who has submitted a timely proposal a written clarification of its proposal. Clarification refers to making clear any ambiguities that may have been contained in a proposal, but does not include amendment or supplementation of a proposal. An Offeror may not amend or supplement a proposal after the submission date unless requested by the Director to do so, and unless the Director provides all Offerors that submitted proposals a similar opportunity to amend or supplement their proposals.

- l) The selected Offeror, including any preferred Offeror, must execute the concession contract promptly after selection of the best proposal and within the time established by the Director. If the selected Offeror fails to execute the concession contract within the time period specified by the Director, the Director will select another responsive proposal for award of the concession contract, or will cancel the selection and may resolicit the new concession contract.
- m) Document delivery services, including overnight delivery, to some areas may not provide true overnight delivery. Offerors are encouraged to insure the timely submittal of proposals by contacting the delivery service of their choice regarding delivery availability for the specific location specified on the front page of this Prospectus.
- n) The National Park Service, in accordance with 36 CFR Part 51, may include, as terms of the new concession contract, appropriate elements of the proposal selected for award of the concession contract including investments, facilities, services, and other commitments.
- o) Offerors are responsible for undertaking appropriate due diligence with respect to this business opportunity. All of the statements made in this Prospectus regarding the nature of the business and its likely future are only opinions of the National Park Service. Offerors may not rely on any representations of the National Park Service in this regard.
- p) Concise proposals: The NPS suggests, but does not require, that Offerors limit their narrative response to the number of pages suggested under each selection factor and subfactor.

PROPOSAL PACKAGE

CC-GLBA001-04

Department of the Interior

National Park Service

Glacier Bay National Park & Preserve

**Proposal to Operate Lodging, Food Service, Tour Boat &
Other Specified Services**

Within Glacier Bay National Park & Preserve

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. The letter must bear original signatures and be included in the Offeror's response package. The NPS will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the concession contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.
- 3) The National Park Service, in accordance with 36 CFR Part 51, may include, as terms of the new concession contract, appropriate elements of the proposal selected for award of the concession contract including investments, facilities, services, and other commitments.

To: Regional Director
Alaska Region
240 West 5th Avenue, Room 114
Anchorage, AK 99501-2327

Attention: Concessions Division

Dear Regional Director:

The Offeror hereby agrees to provide visitor services and facilities at Glacier Bay National Park & Preserve in accordance with the terms and conditions specified in the draft Concession Contract provided in the Prospectus issued by the public notice in Federal Business Opportunities, solicitation # GLBA001, and to execute the draft Concession Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is true to the best of its knowledge and belief. The Offeror agrees to meet all the minimum requirements of the draft concession contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 12 regarding debarment, suspension, ineligibility and voluntary exclusion the following:

Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of these offenses.

The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new concession contract:

1. To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service.
3. To commence operations under the new concession contract on the effective date of the new concession contract.
4. To acquire the Property of the existing Concessioner under the terms of the existing concession contract.
5. To resolve any dispute regarding the value of the Property of the existing Concessioner in accordance with the terms of the existing concession contract and 36 CFR Part 51.
6. To provide the entity that is to be the Concessioner under the draft concession contract with the funding, management and other resources described in our proposal.
7. To the conditions set forth under item 2 of Proposal Terms and Conditions if the Offeror is not to be the entity that will be the Concessioner under the draft concession contract.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____

(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the new concession contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.

The Offeror agrees to comply with all terms and conditions in the contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the Concession Contract.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to comply with all the terms and conditions specified in the Concession Contract, including its exhibits.

The Offeror agrees to operate at the currently approved maximum rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary, in accordance with 36 CFR 51.82. A selected Offeror may request a rate increase at any time after the selection of the best proposal is made by the National Park Service.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the draft Concession Contract, Section 8(f).

The Offeror agrees to carry out the required Concession Facilities Improvement Program according to the terms of the draft Concession Contract, including the time frames established by the Secretary.

The Offeror agrees to accept the "Repair and Maintenance Reserve" described in the draft Concession Contract as it now exists, including the administrative responsibilities associated with the funds.

The Offeror accepts the draft Operating Plan included as Exhibit B of the draft Concession Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit H of the draft Concession Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the Equal Opportunity and handicapped access requirements of the draft Concession Contract.

The Offeror agrees to develop and implement an effective health and safety program (Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

The Offeror agrees to meet the public liability and property insurance requirements of the draft Concession Contract and agrees to provide property and liability insurance of at least the types and levels of coverage described in the draft Concession Contract.

The Offeror agrees to submit a draft Environmental Management Program to the Director for approval within sixty days of the effective date of the draft Concession Contract.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum Franchise Fee of 3.0 percent of annual gross receipts, as may be conformed as provided in Selection Factor 5.

PART B

Offerors must provide the information required in Part B to be considered responsive.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. (Scoring: 0 – 5 Points)

Note to Offeror:

This selection factor is concerned with environmental objectives that relate specifically to the protection of the particular resources of the Park area. Environmental objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, recycling, etc.) are addressed under secondary selection factor 1. Please avoid overlap between responses here and responses to secondary selection factor 1.

The NPS objectives for protecting, conserving, and preserving the specific resources of Glacier Bay National Park are as follows:

- (a) Protecting the Air Quality of Glacier Bay National Park
- (b) Protecting the Water Quality of Glacier Bay National Park
- (c) Preserving the wildlife resources of the Park area.
- (d) Preserving the natural environment of the Park area.

Further information on these objectives is provided in the prospectus and in the following subfactors. Offerors are requested to provide information and specific commitments to demonstrate their knowledge, experience, and dedication in protecting, conserving, and preserving these Park resources.

Subfactor 1a. Air Quality. Maintaining air quality is vital in Glacier Bay National Park. Air emissions from tour boats and other types of marine vessels have impacted visitor enjoyment of the Park and may impact Park resources. In a narrative, please describe how you would address the protection, conservation and preservation of this vital Park resource to ensure that Glacier Bay National Park is protected from pollutants that your operation may generate and to ensure compliance with Applicable Laws. Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your actions, steps or programs. The NPS would prefer that proposals provide for visible emissions from marine vessels to be maintained well below the regulatory limits provided in 36 CFR 13.65(b)(4).

Subfactor 1b. Water Quality. Maintaining water quality is vital in Glacier Bay National Park. Petroleum products, waste water, and other hazardous and solid wastes related to the required and authorized water-based services under this Contract may negatively affect marine and coastal resources. In a narrative, please describe how you would address the protection, conservation and preservation of this vital Park resource to ensure that Glacier Bay National Park is protected from pollutants that your operation may generate and to ensure compliance with Applicable Laws. Include specific goals, actions, steps or programs that you commit to adopt

and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your actions, steps or programs. The NPS would prefer that proposals provide for waste, spill, releases, and pollution from water-based services to be minimized and, if possible, eliminated. Please address fuel dock activities and vessel activities in this subfactor.

Subfactor 1c. Wildlife Protection. Wildlife may be attracted to odors and food associated with the lodge operation, creating the potential for impacts on wildlife and the safety of visitors and staff. Please describe how you will conduct your operations in a manner that will minimize disruption of the wildlife of the Park area. Particularly, please discuss how you will limit harmful interactions between Park visitors and wildlife to keep wildlife from becoming unduly accustomed to human contact and how you will assure that wildlife will not get access to your food supplies. Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your actions, steps or programs.

Subfactor 1d. The Natural Environment; Hazardous Substance Management. Please describe how you will conduct your operations in a manner that will minimize its impacts on the natural environment of the Park area and to ensure compliance with Applicable Laws. Specifically, the transport, storage, management, disposal and use of fuels, hazardous chemicals, and hazardous wastes within the Park have the potential to adversely impact Park resources such as air, soil, ground water and surface waters through spills, releases and misuse. In a narrative, please describe how you would address the protection, conservation and preservation of the resources of Glacier Bay National Park from these pollutants that your operation may generate and to ensure compliance with Applicable Laws. Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your actions, steps or programs. [Note: Address fuel dock activities and vessel activities in Subfactor 1b. above.]

Subfactor 1e. Environmental Stewardship and Training

The Park believes that environmental stewardship is enhanced through environmental leadership and staff training. Training ensures that all staff is aware of the Offeror's commitment to protecting, conserving and preserving Park resources and procedures while performing job duties and where appropriate can communicate the principles of environmental stewardship to Park visitors.

1. Please outline the staff training you will institute in the first year to meet regulatory (i.e., Applicable Laws) requirements, understand standard operating procedures, and maintain an awareness of environmental issues,
2. Identify the training subjects, type of training, trainer,
3. Identify type of staff positions to be trained,
4. Identify frequency of training and how training will be documented.
5. Tabular submissions are encouraged.

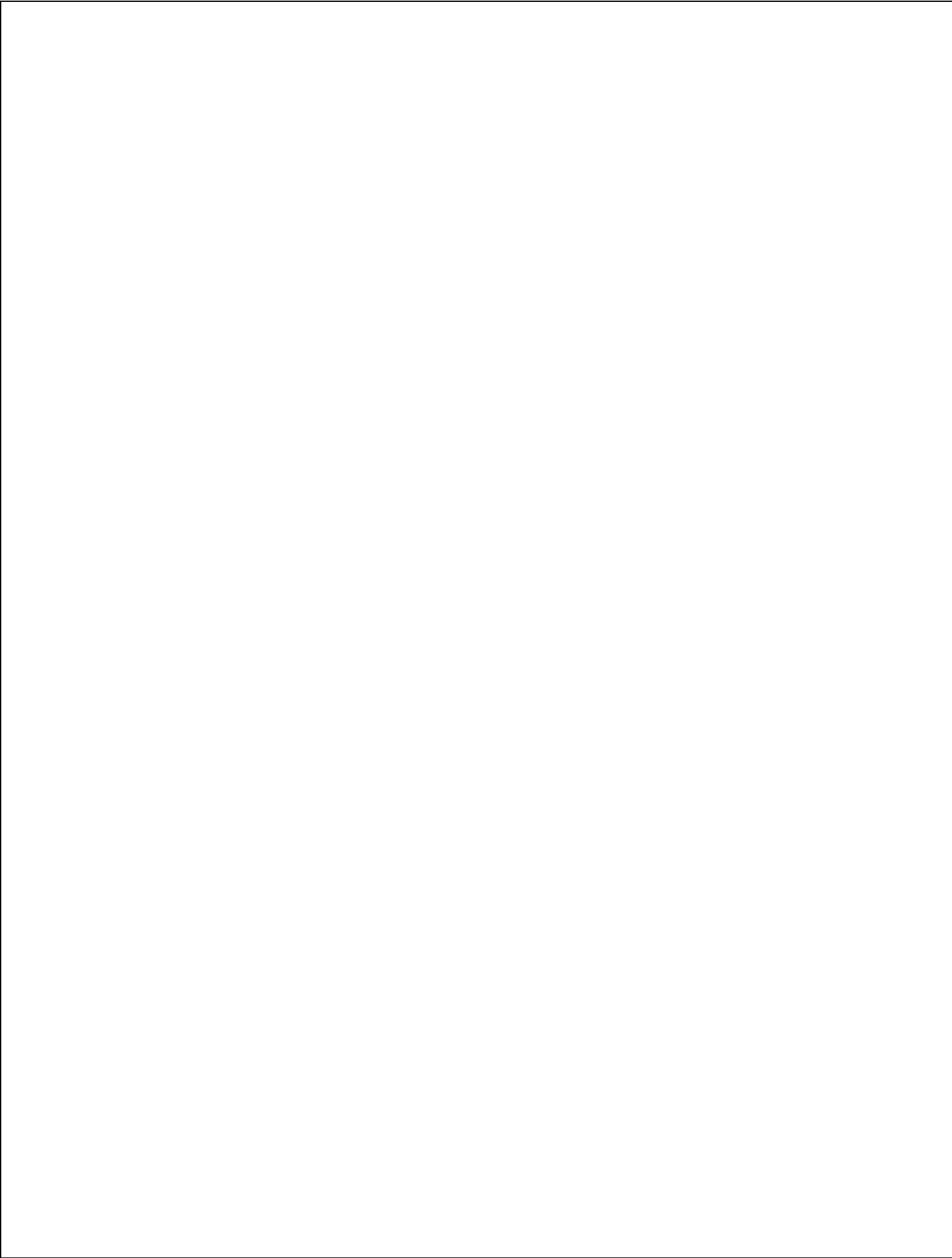
PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (Scoring: 0 – 5 Points)

[Note: As stated in the Business Opportunity, Future Operations section, essential operating and maintenance requirements for each of these required services are provided in the operating and maintenance plans included with the Draft Contract. Only by reviewing these documents in conjunction with the Business Opportunity section will a potential operator get a full understanding of the requirements of this Draft Contract. Please review the vessel standards sections in the Business Opportunity and the Operating Plan)]

Subfactor 2a. The Park has outlined its desired operational standards for vessel and land-based operations within the Operating Plan and the Business Opportunity section of this prospectus. The Park is interested in understanding how the Offeror will implement these standards for the following required services. More complete and well-thought-out plans will better support your answers to the required Subfactors. (Recommended maximum response: 20 pages)

1. For the marine services provide an overall description of your plan to provide the vessel day tour and include, at a minimum, the following information:
 - A detailed description of the vessel(s) the Offeror proposes to operate in the Park, including, as a minimum, the information indicated in the table on the following form, as well as any other information the offeror feels is pertinent. Provide a picture or drawing of the vessel(s). Include a copy of the most recent United States Coast Guard Certificate of Inspection (“COI”).
 - If the same vessel is proposed for both services, describe provisions you will make for hauling camper’s equipment and the capabilities of the vessel proposed for bow landings and how you will address time constraints.
 - Describe the array of visitor service amenities that you will make available for each passenger that are included in the basic fee. Specifically discuss the lunch meal you intend to provide, as well as any other complimentary food and beverage offerings.
 - Describe the space to be allocated to the NPS interpretive program.
 - Describe the retail items you intend to offer for sale aboard the vessel, if any. In addition, indicate what food and beverage items will be offered for sale.

Vessel Specifications (complete separate sheet for each vessel)	
Service (e.g. day tour, camper drop-off or combined):	
Vessel Name :	
Former Names:	
Date Built:	
Builder:	
Date of Last Major Refit:	
Documentation Number :	
Gross Tonnage:	
Length (ft.):	
Beam (ft.):	
Draft (ft.):	
Depth (ft.):	
Engines (quantity, make & model):	
Propulsion power (kW or HP):	
Propulsion (quantity & type: propeller, jet, etc.):	
Passenger Capacity (as stated in Certificate of inspection): Minimum capacity for the day tour vessel is 149; Minimum capacity for camper drop-off vessel is 18.	
Passenger Inside Seating: [Note: The NPS would prefer a day tour vessel with climate controlled inside seating for at least 180 passengers.]	
Inside passenger area (sq. ft.):	
No. and configuration of public restrooms (heads):	
Kayak Storage Capacity:	
Fuel (type/weight):	
Fuel Capacity (gal.):	
Domestic Water Capacity (gal.):	
Marine Sanitation Device (type, make & model) [Note: Type III is not acceptable]:	
Generator(s) (number and capacity):	
Hull Design [mono-hull, catamaran, wave-piercing, etc.]:	
Cruising Speed:	
Maximum Speed [Note: The NPS would prefer a vessel capable of at least 28 knots for the day tour]:	
Fuel Consumption (at cruising speed):	
Wake height at cruise speed (if known):	



- Additional consideration will be given if the offeror incorporates the following desired conditions (not in priority order). Please describe how you will address the following:
 - An operation that allows greater opportunity to take advantage of opportunistic wildlife viewing (i.e. greater vessel speed, less stringent return time, etc.)
 - Vessel systems that reduce potential for resource impacts or environmental demands (e.g. advanced sewage handling system, use of bio-fuels or alternative energy, low wake design, lower fuel consumption, reduced ambient and underwater noise).
 - Enhanced passenger comfort and amenities such as better seating and viewing opportunities, broader array of food service offerings, loaner binoculars, hydrophone or underwater video camera, passenger area display of vessel location and course, etc.
 - What additional services or activities are proposed to facilitate passenger comfort and enjoyment throughout the trip?
- 2. For the land-based services, discuss the following issues in detail:
 - Provide a description of how you intend to configure and outfit the lodge rooms. Included in this description should be the specific type (king, queen, double, etc.) and number of beds in each room and the standard available room amenities. Note that the current bed inventory includes a number of single beds for which there is now limited demand. Room floor plans have been provided in the Appendices to assist you with this effort.
 - Identify and describe the menu you propose to offer in the restaurant, by meal period, and describe your concept of operations for the food and beverage program. Additional consideration will be given if the offeror incorporates the following in the response:
 - How the Offeror will meet the challenges posed by the relatively low sales volume, remote location and associated high cost of shipping.
 - Whether the Offeror will provide a selection of local dishes such as seafood.
 - If the Offeror will provide a selection of reasonably priced standard (core) menu items at each meal, along with both lower and higher priced items.
 - How will the food service operations incorporate regional/local cuisine and awareness of the importance of healthy eating.
 - Identify and describe your concept of operations for the lodge retail outlet. Provide a sample list of offerings, but do not provide any actual samples. The NPS is interested in a strong thematic approach, with items selected for their connection to the Park purpose and values.

Subfactor 2b. Quality service is to a large extent dependent on the courtesy and knowledge of the front line employees. The Offeror's commitment to quality human resources is an indicator of your potential for successfully providing services at Glacier Bay National Park and Preserve.

Subfactor 2b-1. Identify what efforts you will undertake to support high morale and to retain both year-round and seasonal employees at various levels within your organization. Please address employee training and development, benefits packages, quality of life issues including investment in housing and recreational opportunities, financial incentives for returning employees, counter-seasonal employment opportunities, and similar issues. (Recommended maximum response: 5 pages)

Subfactor 2b-2. How will you train your employees about Park resources to interpret the purpose and significance of Glacier Bay, surrounding area and the National Park Service to the visitors and provide information to visitors, and to participate in cross training if required by the National Park Service? (Recommended maximum response: 3 pages)

Subfactor 2c. The selected Concessioner will be required to submit a draft Risk Management Plan to address the elements of an effective health and safety program (Risk Management Program), according to the requirements of the new contract and the Operating Plan for such a program. Please provide specifics for the following topics that will be included in your plan: (Recommended maximum response: 5 pages)

1. Visitor Safety
2. Fire Safety
3. Fuel Service Safety
4. Food Sanitation
5. Marine/vessel safety

One element of a Risk Management Plan that the NPS would like to have implemented is a Hazard Analysis and Critical Control Point Plan (HACCP) related to food sanitation. Indicate in your response whether you agree to include a HACCP in your Risk Management Plan. The successful bidder agreeing to this stipulation will have until the end of the first year of operation to develop their HACCP.

Subfactor 2d. Please identify which of the following listed authorized services the Offeror will provide along with a short description of how each will be operated. Your response is for informational purposes only and will have no impact on the scoring of this selection factor. The National Park Service may modify the contract to incorporate your responses to this subfactor.

Room service
Day tour boat gift & souvenir sales
Bus and taxi service: on-demand service.
Vehicle fuel sales
Recreational equipment rental (excluding kayaks)
Minor vessel repair and towing services
Booking services for area activities
Vending

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT.
(Scoring: 0 – 5 Points)

In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror (all partners in a joint venture) and the proposed Concessioner. Also describe the Offeror's relationship to the proposed Concessioner.

Subfactor 3a. Describe the Offeror's organization and the Offeror's relationship to any superior and/or subordinate entities.

Subfactor 3a-1. Using the Business Organization Information form located in the Proposal Package Form section, identify the Offeror and each business organization, operator and any parties involved in the management of the proposed concession operation. Use the form appropriate for your organization (Partnership or Sole Proprietorship, or Corporation) and include all information necessary to make the relationships among parties clear. When completed, the Business Organization Information form should convey the following information:

1. Identify the "Offeror" formally.
2. Explain the legal form and formal structure of the Offeror. Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror and the precise extent of their ownership interest. Also identify all related, subordinate or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.

Subfactor 3a-2. How long has the Offeror been in existence? For how long has the Offeror been providing services that are to be provided under the new Concession Contract?

Subfactor 3a-3. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, an Offeror must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract. Additionally, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

Subfactor 3b. Please describe the Offeror's experience in the operation and management of tour boat operations.

Subfactor 3b-1. For each different operation discussed, please provide the following information: (Recommended maximum response: 1 page per citation)

1. Tour Name
2. Tour Location
3. Name of Vessel
4. Rated Capacity of Vessel
5. Number of Passengers Carried During Most Recent Operating Year/Season
6. Brief Description of Tour
7. All written evaluations or assessments of the Offeror's performance by any governmental entity that authorized or permitted the activity. (not included in recommended page response)

Subfactor 3b-2. The Offerors past record of marine casualties and violation notices must be included in your proposal for the period beginning five years prior to the date this prospectus was issued.

1. Has the Offeror, parent company or any of their principals or employees (at any time within the last ten years whether as a principal or employee of Offeror or otherwise) had any reportable marine casualties (as defined by US Coast Guard regulations), including but not limited to grounding, loss of primary propulsion, collision, flooding, capsizing, fire explosion, loss of life or reportable injury? If yes, submit a copy of the official report (US Coast Guard or other), except for injuries (submit a brief summary, including reason for each injury).

YES _____ NO _____

2. Has the Offeror, parent company or any of their principals or employees (at any time within the last ten years whether as a principal or employee of Offeror or otherwise) received vessel operation citations or notices of violation from, or criminal information or indictments filed by, local, state or federal authorities, regardless of the outcome? If yes, submit a copy of the citation, indictment, etc. and an explanation of the violation, settlement, penalty (if any), and any correction actions taken by the offeror.

YES _____ NO _____

3. Has the Offeror, parent company or any of their principals or employees (at any time within the last ten years whether as a principal or employee of Offeror or otherwise) received any environmental Notice of Violations (NOVs), fines, and/or penalties from a Federal, state, tribal, and/or a local environmental agency. Include why the NOV, fine, and/or penalty was issued, date it was issued, by whom, and how the NOV/fine, and/or penalty was addressed.

YES _____ NO _____

Subfactor 3c: Please describe the Offeror's experience in the operation and management of lodging operations. For each operation discussed, please provide the following information: (Recommended maximum response: 1 page per citation)

1. Facility Name
2. Facility Location
3. Number of Rooms in Property
4. Number and Capacity of any Other Services Offered (restaurant, retail, recreation, etc.)
5. Annual Occupancy during most recent completed year/season
6. Average Rate during most recent completed year/season
7. Owner or Manager?
8. Length of time under your management
9. Brief Description of Operation
10. All written evaluations or assessments of the Offeror's performance by any governmental entity that authorized or permitted the activity. (not included in recommended page response)

Subfactor 3d: Please describe the Offeror's experience in the operation and management of food and beverage operations. For each operation discussed, please provide the following information: (Recommended maximum response: 1 page per citation)

1. Facility Name
2. Facility Location
3. Number of Seats (if not provided in Subfactor 3c)
4. Sample Menus by Meal Period (not included in recommended page response)
5. Annual Number of Guests by Meal Period during most recent completed year/season
6. Average Check during most recent completed year/season
7. Owner or Manager?
8. Length of time under your management
9. Brief Description of Operation
10. All written evaluations or assessments of the Offeror's performance by any governmental entity that authorized or permitted the activity. (not included in recommended page response)

Subfactor 3e: Please describe the Offeror's experience in the operation and management of retail operations. For each operation discussed, please provide the following information: (Recommended maximum response: 1 page per citation)

1. Facility Name

2. Facility Location
3. Amount of Floor Space (if not provided in Subfactor 3c)
4. List of Retail Items Sold (not included in recommended maximum response)
5. Annual Number of Customers during most recent completed year/season
6. Average Revenue per Customer achieved during most recent completed year/season
7. Owner or Manager?
8. Length of time under your management
9. Brief Description of Operation
10. All written evaluations or assessments of the Offeror's performance by any governmental entity that authorized or permitted the activity. (not included in recommended page response)

Subfactor 3f: Please provide examples, with a brief description, of your experience with the planning, design, and construction of facilities similar to those listed in the Concession Facilities Improvement Program. (Recommended maximum response: 5 pages)

Subfactor 3g: Describe your previous experience in addressing environmental issues relevant to the visitor services required and authorized under the Contract. Emphasize your experience related to the environmental issues identified in Subfactor 1a, although other relevant experience should also be presented. (Recommended maximum response: 5 pages)

Subfactor 3h: Human Resources

1. Provide organizational charts for both on- and off-site operations. Include Key Personnel positions comprised of the entire management involved in Contract oversight, from on-site managers to owner(s). (Recommended maximum response: 5 pages, not including resumes)
 - Include names of Key Personnel where possible.
 - Identify role of all identified positions: duties, number of people supervised, estimated hours per week performing role.
 - Identify decision-making authority of on-site managers.
 - Identify the person with whom the National Park Service will deal regarding day-to-day operations and issues.
2. Include principal lines of authority between departments (planning, finance, administration, environmental, operations, maintenance, etc.) and managers.
3. Provide resumes for all Key Personnel according to the format depicted in the Resume/Individual Experience and Related Background form.

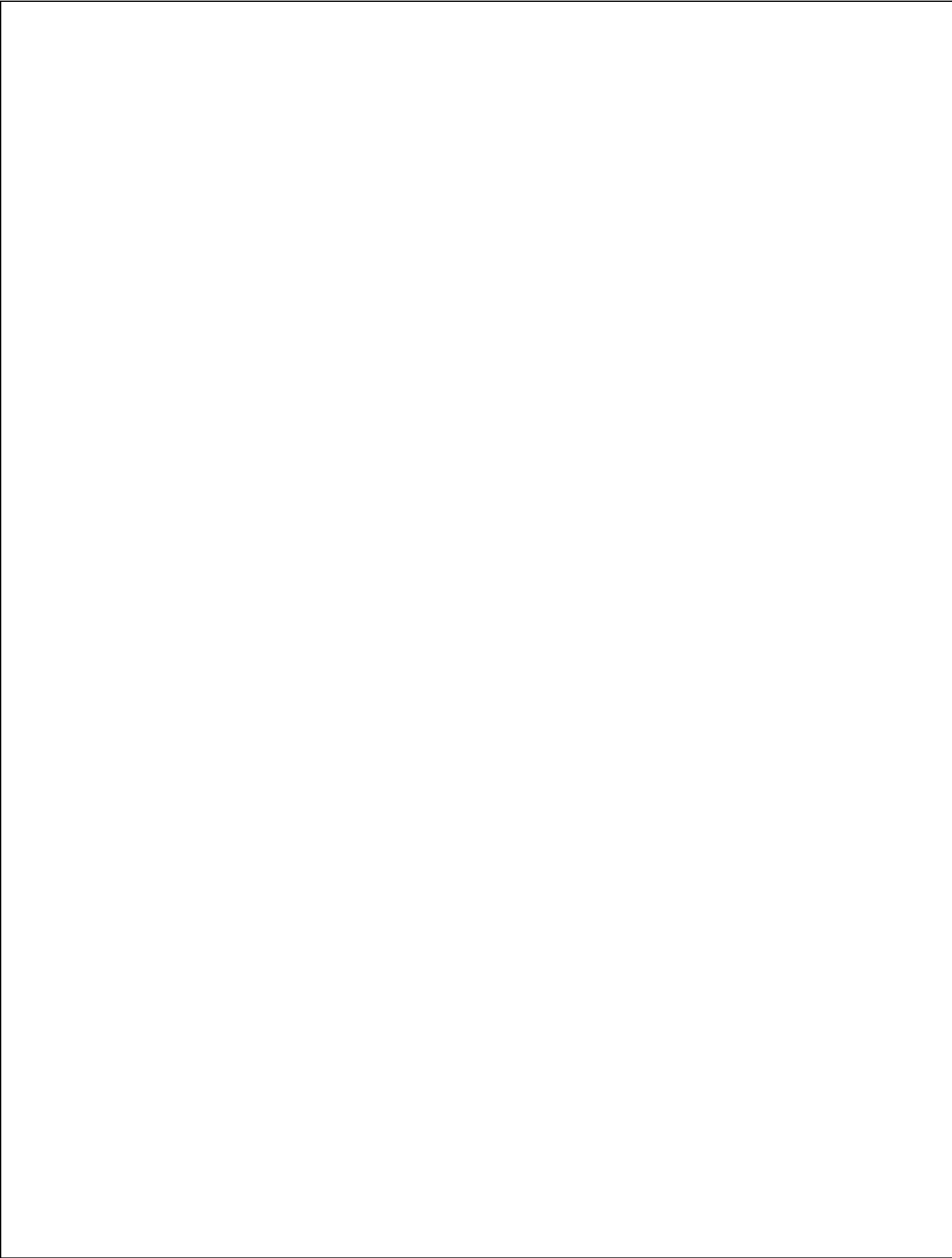
BUSINESS ORGANIZATION INFORMATION
PARTNERSHIP OR SOLE PROPRIETOR

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
Form of Business:	
<input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____	
Years in Business	

OWNERSHIP			
Names And Addresses Of Each Partner Or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

Attachment:

Partnership Agreement(s)



BUSINESS ORGANIZATION INFORMATION
CORPORATION

Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).

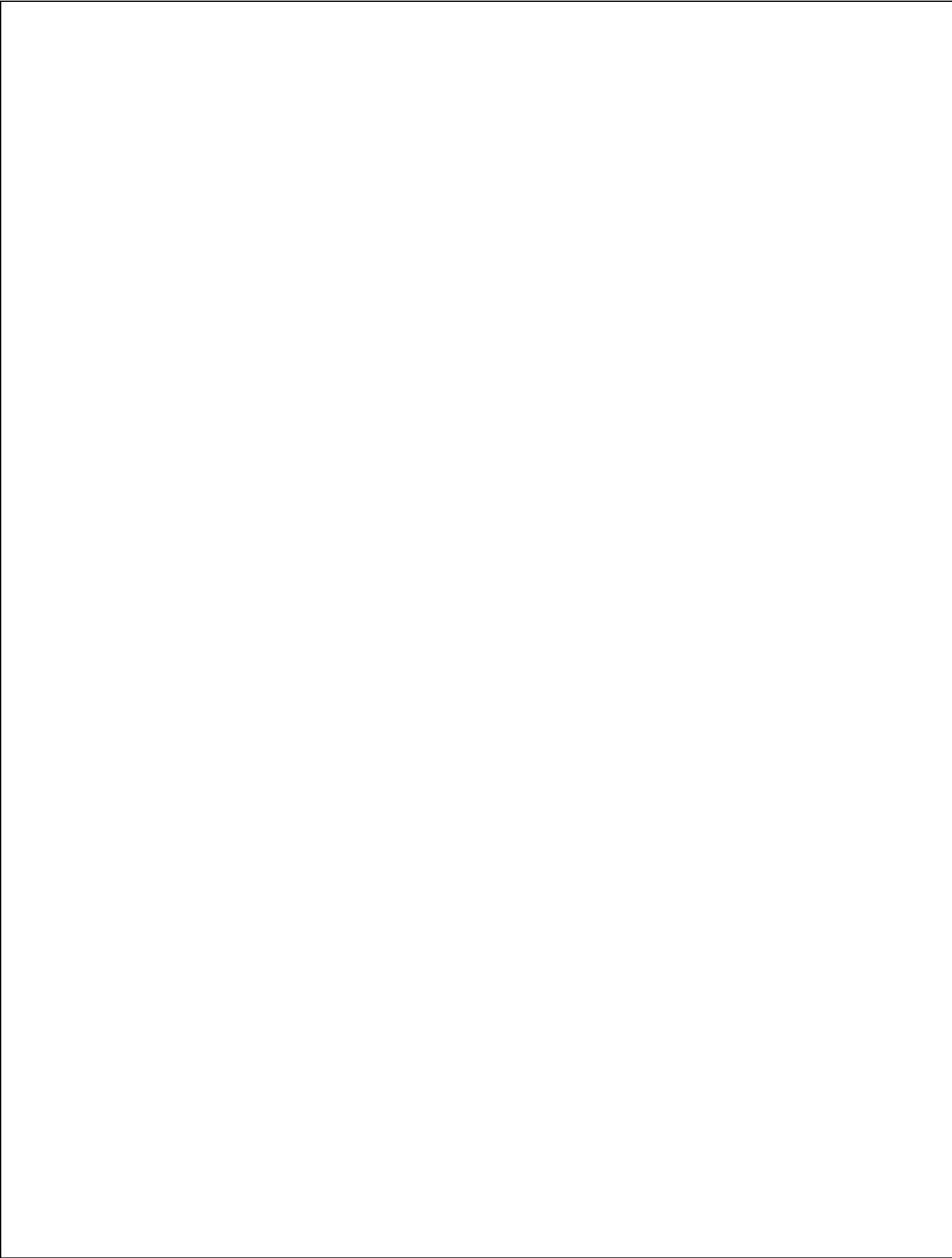
Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Incorporation	
Date of Incorporation	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals of corporation		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR	ADDRESS	TITLE AND/OR AFFILIATION

Attachment:

Partnership/Joint Venture Agreement(s)



RESUME
INDIVIDUAL EXPERIENCE AND RELATED BACKGROUND

Name

Address

Telephone Number

Fax Number

Education, Degrees, Licenses, Designations, Special Skills

Name of Current Employer

Address

Nature of Business

Dates of Employment

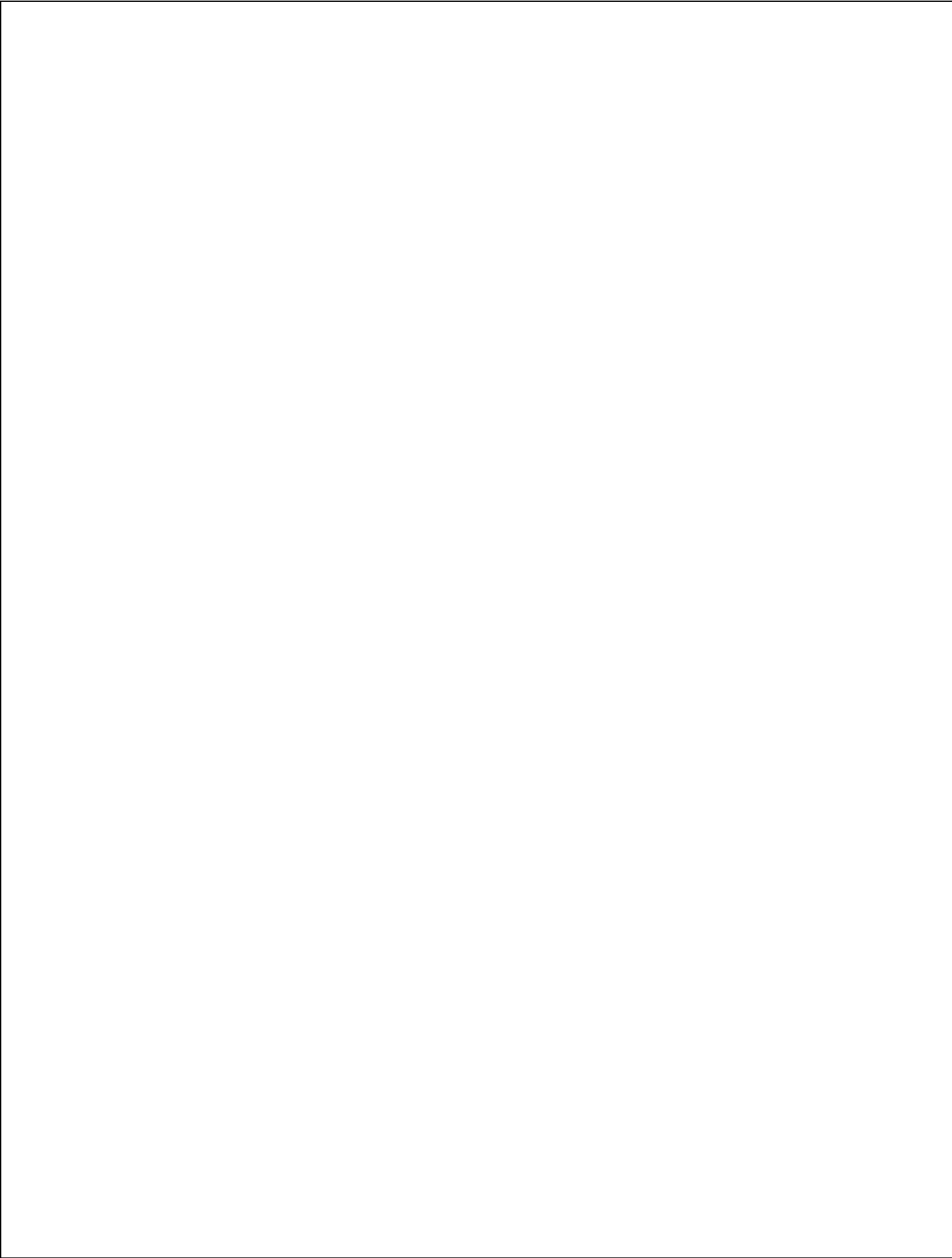
Title of Position Most Recently Held

Description of Duties and Responsibilities (Include number of people supervised)

Proposed Role in Concession Service

Qualifications for that Role

Estimated Time per Week Dedicated to that Role



PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL (Scoring: 0 – 5 Points)

Note: In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror (all partners in a joint venture) and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner.

Subfactor 4a. Please prepare the Business Credit Information form provided at the end of this section. Further, demonstrate that you are financially sound and have a history of meeting your financial obligations by providing the following:

1. Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Financial statements should be provided for the offeror **AND** all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or partners within a partnership.
2. A **CURRENT** credit report (within the last six months) from a major credit reporting company such as Equifax, Experient or Dunn & Bradstreet.

Subfactor 4b. Please provide your estimate of the acquisition and start-up costs of this business using the Acquisition Cost form included at the end of this section. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined. Estimates that are not fully explained may result in a reduced score for this subfactor.

Subfactor 4c. Identify the source(s) of the funds estimated above. Provide compelling documentation of your ability to obtain the funds from these sources. Explain fully the financial arrangements you propose using the following guidelines:

1. Document each source and availability of all funds with your current audited financial statements, financing agreements, letters of commitment, or similar supporting documents.
2. If funds are to be obtained from lending institutions (banks, savings and loans, etc.), include a letter (addressed to the lender and containing all appropriate bank contact information) permitting the lender to release any information to the National Park Service concerning the financing arrangements of this opportunity. Include the contact name on the letter.
3. If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:
 - Current personal financial statement for the primary source of funds.
 - Documentation of any assets to be sold.
 - Written funding commitment from the individual or corporation.
 - Any other assurances or documentation that make a compelling demonstration that the funds are available.

Subfactor 4d. An element of financial capability is the ability to maintain accounting records in such a manner as to be able to provide the financial reporting information required by the

contract in a timely manner. Describe the accounting system that you intend to use for this contract, and explain how this accounting system will provide the information necessary to complete the Annual Financial Report included in the Appendices, as well as provide a clear audit trail from the Annual Financial Report to the originating records.

Subfactor 4e. Demonstrate that your proposal is financially viable. Using the forms located at the end of this section, and following the guidelines below, provide projected estimates of the revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the concession contract's term. The National Park Service has provided forms that request the information in the format we desire. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The National Park Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the National Park Service requests that the information be provided in the format requested and NOT in conformance with GAAS.

Additional instructions regarding the forms:

1. State and incorporate the annual inflation rate and estimates of real growth you anticipate.
2. You may expand on the information requested on the form, but do not provide less, do not reduce the captions called for, and do not change the order of items.
3. Fully explain the method of preparing the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to allow a reviewer to determine the basis for the estimates and make a determination of whether or not the projections are realistic.
4. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must CLEARLY describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).
5. Complete all of the forms provided and submit both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the outline included in the Operating Assumptions – Prospective Income Statement form. Revenue estimates should be provided by department, and should calculate directly from the bases presented. The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the prospectus should be fully explained.
6. Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be included in your prospective statements. Your response must also identify who prepared the estimates and their qualifications to do so.

BUSINESS CREDIT INFORMATION

1. Has Offeror ever defaulted from or been terminated from a management or Concession Contract, or been forbidden from contracting by a public agency or private company?

? YES ? NO

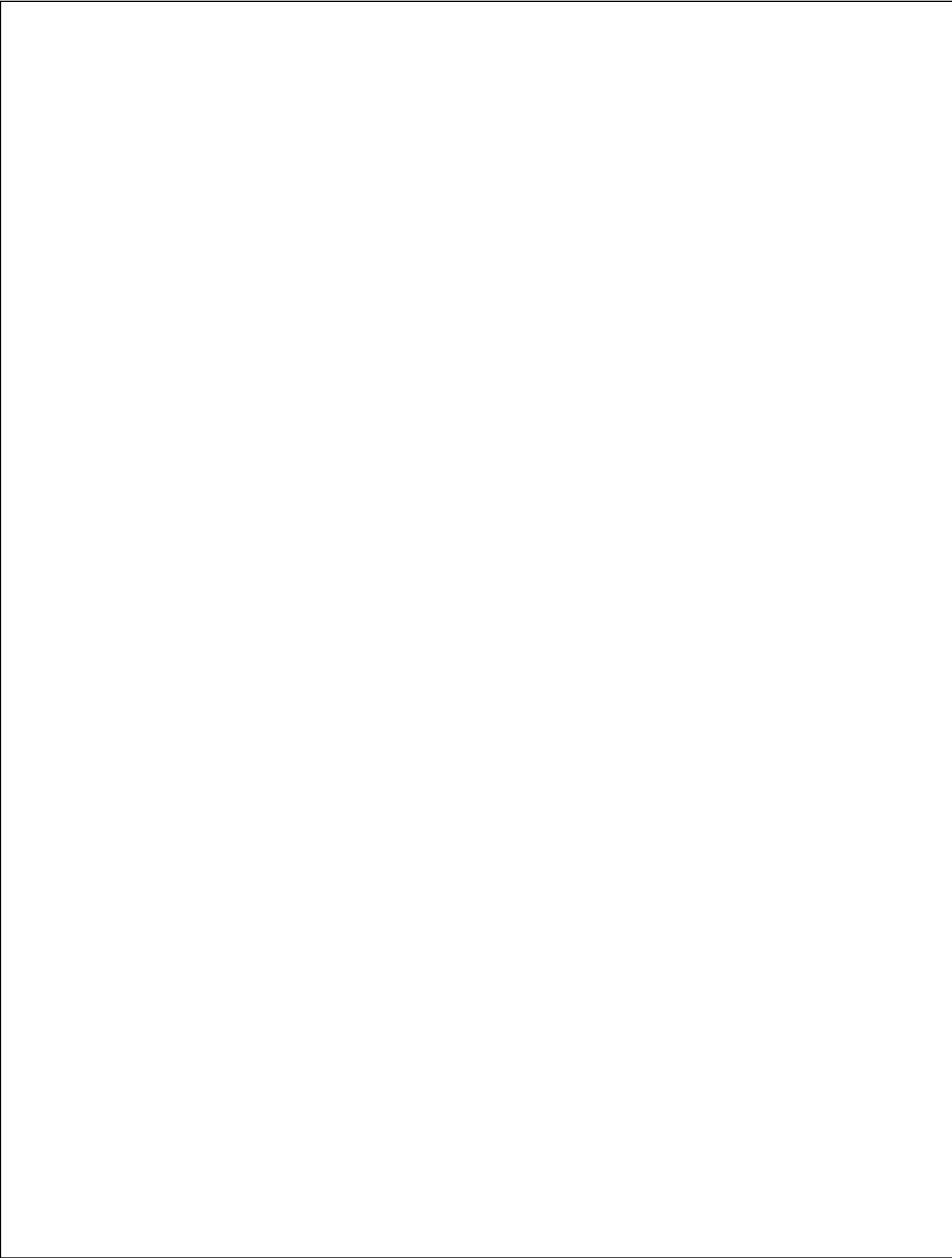
If YES, provide full details of the circumstances.

2. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. (If none, so indicate)

Name of Property	City State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

3. Describe any fines or penalties levied by government agencies during the past 10 years. (If none, so indicate)
4. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror.



ACQUISITION AND START-UP COSTS

Acquisition Cost¹ \$ _____

Possessory Interest (Buildings and Structures) \$ _____

Other Incumbent Concessioner Property

Furniture, Fixtures and Equipment \$ _____

Merchandise and Supplies \$ _____

Marine Vessels \$ _____

Immediate Purchase of New Items \$ _____

Furniture, Fixtures and Equipment \$ _____

Merchandise and Supplies \$ _____

Marine Vessels \$ _____

Initial Improvements \$ _____

Contractual Building Program \$ _____

Initial Replacement \$ _____

Deferred Maintenance \$ _____

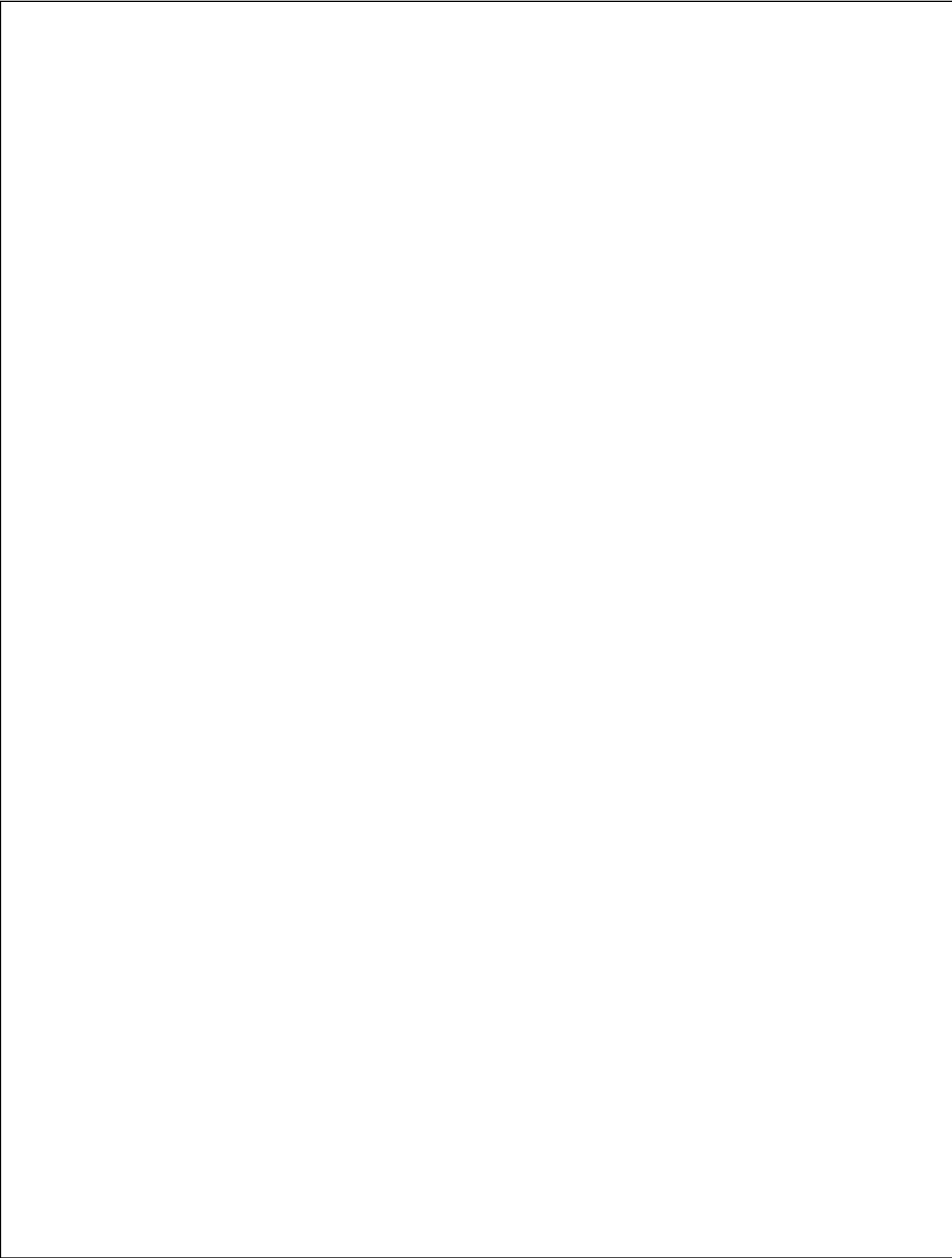
Soft Costs² \$ _____

Working Capital \$ _____

Total Acquisition Cost \$ _____

(1) All Offerors must include their estimate of the value of all property intended for use in the new contract.

(2) Provide detail.



PROSPECTIVE INCOME STATEMENT

Annual Projections, by Year, for the Term of the Contract

Gross Receipts¹

- Lodging
- Food and Beverage
- Retail
- Day Tour
- Camper Drop-off
- Marine Fuel Sales
- Ground Transportation
- Employee Room & Board
- Other (Identify)²

Total Gross Receipts

Cost of Sales

- Lodging
- Food & Beverage
- Retail
- Day Tour
- Camper Drop-off
- Marine Fuel Sales
- Ground Transportation
- Employee Room & Board
- Other (Identify)²

Total Cost of Sales

Gross Profits

Direct Expenses

- Lodging
 - Payroll and Benefits
 - Other Direct Expenses
- Food & Beverage
 - Payroll and Benefits
 - Other Direct Expenses
- Retail
 - Payroll and Benefits
 - Other Direct Expenses
- Day Tours
 - Payroll and Benefits
 - Other Direct Expenses

PROSPECTIVE INCOME STATEMENT

(continued)

Direct Expenses (cont.)

- Camper Drop-off
 - Payroll and Benefits
 - Other Direct Expenses
- Marine Fuel Sales
 - Payroll and Benefits
 - Other Direct Expenses
- Ground Transportation
 - Payroll and Benefits
 - Other Direct Expenses
- Employee Room & Board
 - Payroll and Benefits
 - Other Direct Expenses
- Other (Identify)²
 - Payroll and Benefits
 - Other Direct Expenses

Total Direct Expenses

Undistributed Expenses

- Administrative and General
- Marketing
- Management Fee
- Energy
- Repair and Maintenance
- Other (Identify)

Fixed Expenses

- Insurance
- Franchise Fee
- Maintenance Reserve
- Capital Lease Expense (If Applicable)
- Other

EBITDA

- Interest Expense
- Depreciation and Amortization

Net Profit before Taxes

Notes: (1). The Gross Receipts projection must be based on rates determined by the approval methods set forth in the draft Operating Plan as well as your operating assumptions outlined.

 (2) Please outline specifically your projections related to Authorized Services expressed as part of your response to Selection Subfactor 2d.

OPERATING ASSUMPTIONS – PROSPECTIVE INCOME STATEMENT

Annual Projections, by Year, for Term of the Contract

REVENUE INFLATION

EXPENSE INFLATION

Lodging

Number of Available Rooms

Room Nights Sold

Average Revenue per Room Night Sold

Restaurant

Number of Covers Sold by Meal Period

Average Check per Cover by Meal Period

Retail

Number of Customers by Outlet

Average Retail Revenue per Customer by Outlet

Day Tour

Number of Passengers by Revenue/Non-Revenue

Average Revenue per Paying Passenger

Camper Drop-off Service

Number of Passengers by Revenue/Non-Revenue

Average Revenue per Paying Passenger

Fuel Sales

Number of Gallons (gasoline and diesel) sold by outlet (land/marine)

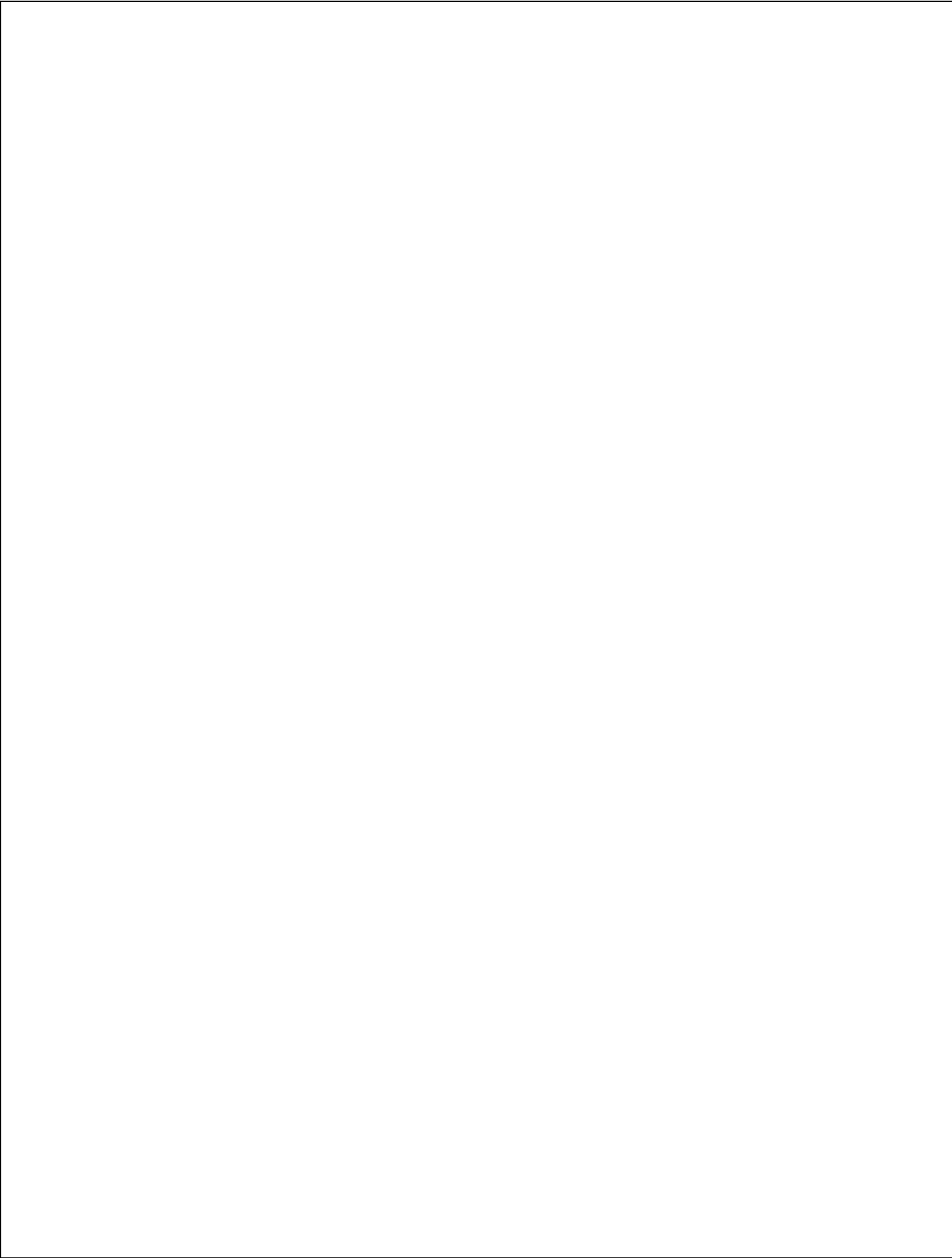
Average Revenue per Gallon (gasoline and diesel) by outlet

Other Sales¹

Number of Customers by Service Offering (Identify)

Average Revenue per Customer by Service Offering (Identify)

(1) Please specifically outline your projections related to Authorized Services



PROSPECTIVE CASH FLOW STATEMENT

Annual Projections, by Year, for the Term of the Contract

CASH FLOW

Operating Activities

Net Income

Adjustment to Reconcile Net Income to Net Cash Provided by Operating Activities

Depreciation and Amortization

Gain/Loss on Sale of Fixed Assets

Other

Net Cash Provided by Operating Activities

Financing Activities

Dividends

Notes Payable

Other

Net Cash Used in Financing Activities

Investment Activities

Purchase of Fixed Assets

Proceeds from Sale of Assets

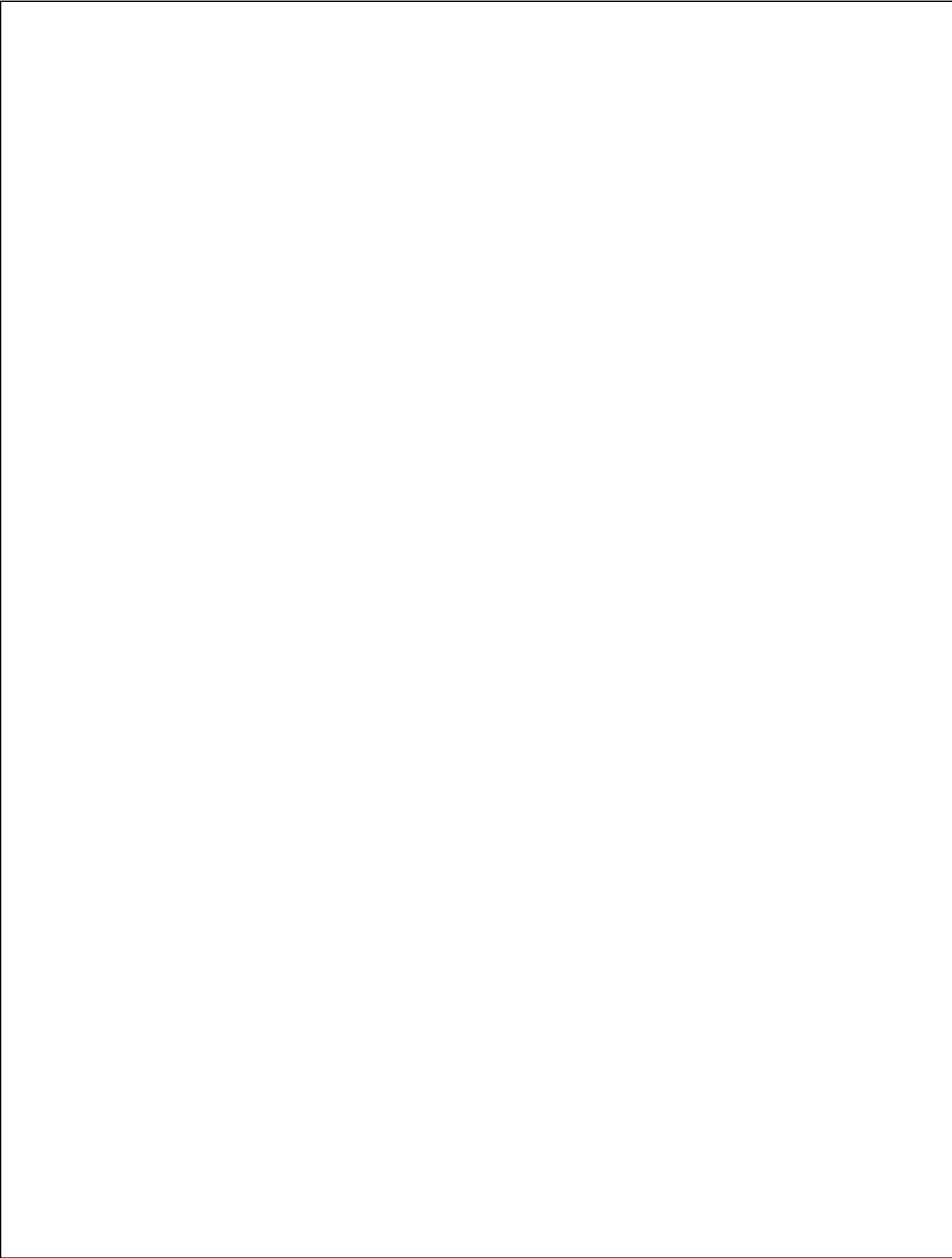
Other

Net Cash Used in Investing Activities

TOTAL CASH FLOW

Cash - Beginning of the year

Cash - End of the year



PRINCIPAL SELECTION FACTOR 5. FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR (Scoring: 0 – 4 Points)

The minimum franchise fee acceptable to the National Park Service is 3.0 percent of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly generally will result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the Park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the franchise fee that you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Be advised that the franchise fee you propose must be supported by the financial estimates provided in response to Subfactor 4e. If your projected revenue and expense estimates are found to be unreasonable, it may reflect on the scoring.

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION AND PRESERVATION OF PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (Scoring: 0-3 Points)

Note to Offeror: The subfactors for this secondary selection factor focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1.

Subfactor 1. Energy Conservation.

Please describe the steps you will take to conserve energy resources (i.e., gasoline, oil, propane, etc.) in the conduct of your operations under the contract. Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your goals, actions, steps or programs.

Subfactor 2. Waste Reduction.

Please describe the steps you will take to prevent or decrease the amount of waste being generated through waste prevention including recycling or purchasing environmentally preferable products in the conduct of your operations under the contract. Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard. Also include a description of how you intend to measure and monitor the effectiveness of your actions, steps or programs.

Subfactor 3. Environmental Purchasing.

Please address programs or strategies you would use to advance environmental purchasing. Environmentally purchasing refers to purchasing products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose (i.e. purchasing less toxic chemicals; purchasing environmentally preferable paper products that contain recycled products and/or are biodegradable; purchasing locally grown, organic and/or sustainable food and beverage products). Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard.

Subfactor 4. Environmental Education.

Please discuss programs or strategies you will implement to educate visitors and/or customers about specific Park resource impacts and issues, environmental stewardship and management. Identify specific goals, actions, steps or programs that you commit to adopt and implement in this regard.

Subfactor 5. Other Environmental Programs and Actions.

Please describe any other innovative strategies you propose to undertake that address environmental issues not mentioned in Principal Selection Factor 1 and Secondary Selection Factor 1a). Include specific goals, actions, steps or programs that you commit to adopt and implement in this regard.

SECONDARY SELECTION FACTOR 2. THE QUALITY OF THE OFFEROR'S PROPOSAL WITH REGARD TO OPERATION OF THE CAMPER DROP-OFF SERVICE. (Scoring 0-3 Points)

The Service recognizes the connection between a quality visitor service experience on the day tour boat and the opportunity to view wildlife and scenery. Providing the camper drop-off service as part of the day tour, while offering the visitor exposure to a popular way to experience Alaska, also minimizes the amount of time that can be spent experiencing the bay. Accordingly, an Offeror who proposes to provide these services using a separate, smaller vessel, would be viewed more favorably in the selection process. Please indicate in your proposal how you would offer the camper drop-off service. If using a separate vessel, provide vessel specifications similar to the presentation in Selection Factor 2, Subfactor 1a. (Recommended maximum response: 3 pages)